

**TOWN COUNCIL
WORKSHOP MEETING
NOVEMBER 11, 1999**

Present were Mayor Venis (arrived 9:07 a.m.), Vice-Mayor Bush and Councilmembers Cox, Paul and Weiner. Also present were Town Administrator Middaugh, Town Attorney Webber (arrived at 9:03 a.m.), and Town Clerk Reinfeld recording the meeting.

1. The Organization

Mr. Middaugh presented a brief overview of ICMA's Code of Ethics and impressed that if an issue was not discussed, there would be problems. The hardest part was for one to work with the individuals within the system; if the relationship was not defined, the quality of the decision would be affected. There were a number of principals in the Code of Ethics that focused on integrity, competency, servicing the best interest of the people, fairness, and impartiality. He noted #5 on page 1, the Town Administrator provided proposals which allowed Council to make decisions and then the Town Administrator fulfilled Council's direction. Additionally, #6 recognized that the elected officials should receive credit for issues in the Town. Mr. Middaugh explained that he believed #7 was very important and indicated that he would not disclose his party affiliation. He indicated that he would not participate in any local, state, or federal race in which party affiliation was a factor. Mr. Middaugh pledged to not be a part of any Councilmember's campaign, School Board, or County Commission race and would also encourage staff not to participate. He added that he would not be placed in a situation with an interest group in which he would be painted as a member of the organization. Mr. Middaugh pledged to work with all groups and to obtain the confidence of each group in order to become effective. He explained that #10 referred to him being able to resist encroachment into his professional responsibilities. Mr. Middaugh strongly felt that he should have the ability to advise a Councilmember when they had overstepped their bounds. He indicated that #12 related to the Town Administrator position not being used for personal gains and stated that on page 4, the definition of how successful the government would be was important. Mr. Middaugh further referenced the bottom paragraph and noted that both Council and the manager must understand that the citizens were the community.

Mr. Middaugh expounded on the mayoral position, that the role was significant in the Town and had a meaning more than a ceremonial nature as defined in the Charter. The role of mayor was brought about by the personality of the individual who held that position.

Mr. Middaugh felt it was important to bring back information to keep everyone informed and it was his belief that there should be a common agenda or working as a team. He emphasized that this was a team effort and summarized the Town policy whereby the Town Administrator conducted administration while Council conducted policy.

Mr. Middaugh provided a brief overview of his memorandum regarding roles and responsibilities. It was his understanding that the consensus from Council was that orienting the Mayor and/or Councilmembers was not a role of government and this role was the responsibility of the Town Administrator. Mr. Middaugh felt that staff should be included in the orientation with regard to how they could assist that official. He commented that Council had a role of educating the newly elected official relative to how motions were made, conduct in meetings, and the process of a being a Councilmember. Mr. Middaugh

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concurred with the consensus relative to orienting new staff and with regard to determining needs of the community, he felt that staff should participate in this assessment in certain areas. It was the consensus that Council determined the goals of the government.

Mr. Middaugh questioned how Council would assist in preparing the budget. Mayor Venis commented that Council provided input relative to the quarterly financial reviews with direction provided on an annual basis. Mr. Middaugh suggested beginning the budget process with Council. He would like Council to meet once the preliminary budgets were prepared to see whether the services met Council's expectations and where Council would like to see changes.

Mayor Venis noted that he receives numerous calls during the budget review and Council should be able to provide input as to expanding personnel and problems in the community. He provided an overview of the quarterly financial report submitted by Mr. Wallace and noted that there was information provided as to what monies were spent out of the contingency fund, upcoming labor reviews, and upcoming contract negotiations.

Councilmember Cox felt this point did not need to be elaborated; however, this process allowed for review of departmental expenditures such as overtime. Mr. Middaugh commented that this would provide an opportunity to advise of development trends in the Town.

Councilmember Weiner felt that elected officials should be involved in the budgeting process and expressed his desire to have the opportunity to meet with each Department to determine their goals and needs.

Councilmember Cox questioned whether staff would set the goals for Council or whether Council would set the goals. She further questioned how communication between the department directors and Council should be handled. Mr. Middaugh explained that he was comfortable with the departments advising Council of their needs. He felt Council should be aware of the needs which would help prioritize budget items and set priorities. Mr. Middaugh indicated that he would prefer staff not to lobby a particular Councilmember and requested to be kept abreast of a situation if a Councilmember wanted information from a particular department.

Councilmember Weiner advised that he had requested information from the departments because of the lack of this forum last year. He suggested that the department directors candidly advise Council of their needs or procedures that would assist their department. Mr. Middaugh responded that if Council was not properly informed, it would not be able to direct him on their priorities. He felt Council should be aware of what was happening in each department so that educated choices could be made. It was his belief that the budget was a Council budget and would be what Council would like to see in the Town.

With regard to administering the budget, Mr. Middaugh commented that the majority of Council felt that Council should administer the budget. Councilmember Weiner commented that Council should be involved with Mr. Middaugh administering the budget.

Councilmember Cox felt Mr. Middaugh should be involved in certain issues such as annexation. Mr. Middaugh explained that his role would be technical in nature and factually supportive. It was his belief that Council would lobby other elected officials.

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Mr. Middaugh stated that Council should be able to provide input relative to department functions. However, if there was a problem, he should be made aware.

With regard to preparation of agenda, Mr. Middaugh questioned Council's role in the agenda preparation process. Mayor Venis noted that he was given a courtesy copy of the agenda to approve. Councilmember Paul commented that there should be a fair procedure in which items should be placed on the agenda and the Town Administrator should have final approval on the agenda. Mr. Middaugh summarized the current procedures and questioned whether Council would like to continue having items placed on the agenda at Council meetings. It was the consensus to follow the current procedure with regard to placing agenda items on the agenda.

Mayor Venis commented that the procedures for New and Old Business were developed approximately one year ago. He explained that an item was moved forward if there was a consensus; however, if a consensus could not be obtained, that item should not be placed on the agenda.

Councilmember Cox referenced previous situations in which items appeared on the agenda at the last minute and indicated that she did not like to receive items at the last minute. She felt there had been a consensus to end this type of activity and that it was inappropriate for another Councilmember to pull an item from the agenda.

Vice-Mayor Bush expressed his belief that ordinances should be placed on the agenda even if the ordinance did not have a consensus to move forward as he felt that this allow for the issue to be addressed by the public. Mayor Venis stated that if a Councilmember felt strongly regarding an ordinance, a vote could be requested to have it placed on the agenda. Councilmember Weiner felt that a Councilmember should bring the issue forward and Council would be able to make an educated decision based on the discussion. When an issue was placed on the agenda, the vote for or against the item may change after the discussion. In addition to discussing an item under New Business, Mr. Middaugh noted that Council could discuss an item under Councilmember's comments.

Councilmember Paul questioned whether staff would be available to assist in formation of an ordinance. Mr. Middaugh responded in the affirmative. It was noted that Mr. Webber would also be able to provide assistance with the verbiage. Councilmember Weiner felt it was inferred that an individual who assisted in the preparation of the ordinance was not necessarily in favor of the ordinance, but was attempting to compile the material so that the matter could be discussed.

Councilmember Paul expressed concern with regard to the potential for numerous ordinances being placed on the agenda. She questioned whether Council wished to place some sort of control on ordinances. Councilmember Cox felt it would behoove Council to have some sort of discussion at a Council meeting prior to an ordinance being developed. Mayor Venis suggested reviewing the Charter to ensure that there were no violations and to continue the current practice as to how an item was placed on the agenda.

Mr. Middaugh noted the importance of a staff member being a liaison between the advisory boards and staff.

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With regard to the planning and implementing of a public relations program, Mr. Middaugh felt it was the consensus that the Town Administrator was primarily responsible. Councilmember Cox felt that Mr. Middaugh could be responsible; however, he would probably delegate this function to a staff person.

Mr. Middaugh clarified the difference between a public information office versus a public contact responsibility. He felt the public contact should be done through elected officials meeting with the public via avenues such as homeowners' association meetings. Mr. Middaugh noted that the general policy regarding press releases was when an event warranted factual information, unless Council had taken a specific position. Until there was an official policy regarding an issue, Mr. Middaugh explained that he would not proceed with a press release. He questioned the role of the mayor with regard to public information for a natural disaster.

Councilmember Weiner indicated that staff would have the ultimate responsibility for implementation of press releases.

Discussion ensued with regard to the media coverage of the Town. It was noted that during the hurricane, the media never reported how the mayor was attempting to assist residents and the visits that were made by him.

Mr. Middaugh commented there was a lot of information that was not disseminated from the Emergency Operation Center to residents. He felt this should be handled more efficiently in the future and could be handled by more than one elected official. Councilmember Weiner expressed the need for a spokesman to make information available to the residents.

Councilmember Cox suggested implementing a telephone hotline system. Mr. Middaugh advised that the Town had an existing hotline; however, the problem in the last storm was that Town Hall lost power prior to the Emergency Operation Center being initiated. Budget and Finance Director Christopher Wallace provided an overview of the current emergency procedures.

Mr. Middaugh stated that initiating ideas for productivity improvement and ensuring ethical conduct should be monitored by all.

Mr. Middaugh presented an overview of the handouts entitled "Expectations of Town Administrator/Staff by Town Council" and "Expectations of Town Council by Town Administrator/Staff". He felt it was important to note that personal bias would not be a part of staff reports; however, recommendations would be made in which it would be the personal opinion of the department director. These recommendations may coincide with an organization's belief; however, that opinion was not an endorsement of that organization.

Mr. Middaugh requested that Council make him aware if he was not accessible to them. He noted that each elected official was to be kept equally informed by the departments and advised that Council would be kept abreast of all news and information in the Town. Mr. Middaugh explained that staff might disagree with an answer; however, this would be done in a respective manner.

Mr. Middaugh expounded on staff's expectations of Council and requested that Council read materials that were provided. He noted that perfection was not a goal that was easily accomplished for the agenda materials and added that criticism should be given privately or only where appropriate. Mr. Middaugh requested that he and staff not have

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their integrity or motives questioned publicly and indicated that staff was on the same side as Council. He explained that staff should not be directed to complete a task unless the entire Council had approved the action or the Town Administrator had indicated his approval.

Mr. Middaugh discussed the proposed communication policies and felt there was not enough resources for staff to be able to be everything to everybody. If this was Council's desire, than more resources were needed and he believed that it was satisfactory for staff to say they could not accommodate the request. Mr. Middaugh clarified that staff would assist Council in making this effort easier for them.

Councilmember Paul noted previous problems in which staff did not properly address situations which were referred to them. She requested a mechanism be put in place in which Council would be provided feedback as to the responses given. Mr. Middaugh advised that staff was attempting to develop a system in which more routine responses and updates would be provided. He noted that this system would be a computer-based system so that Council could check the status of the request. Each department would be responsible to review their e-mail on a daily basis and requested that all e-mails from Council be directed through him.

Mayor Venis expressed frustration with regard to staff not returning calls within an appropriate time. Police Chief John George explained that in some instances, the Police Department complaints had to be assigned to a certain individual depending on the type of complaint. He felt 48 hours was not a reasonable timeframe to address most complaints. Mr. Middaugh responded that someone in the Police Department could return a call within 48 hours to advise that the complaint would be assigned to an individual and a return call would be made to discuss the complaint in the future.

Discussion ensued with regard to Councilmember Paul's request for information submitted in August. Mr. Middaugh explained that the work had not been a time priority; however, it had been reprioritized and would be forwarded in a timely fashion. Councilmember Paul commented that the information would have been useful for several meetings. She felt a database with similar information should be established.

Mr. Wallace acknowledged the lack of technology and that the Town would be utilizing Broward County's system for finding addresses and tracking address information.

Councilmember Cox requested that staff question her if her request was burdensome on staff's time or whether the resources were not available. Mr. Middaugh indicated that he would like these types of requests to be directed through him. Councilmember Weiner felt that staff should make Council aware if a request was going to take considerable resources to fulfill the request. He would like to dedicate resources to enable Council to have information at a moment's notice. Mr. Middaugh noted the importance of being able to keep Council abreast of situations within the Town. He referenced a new monthly briefing concept which would begin shortly.

Councilmember Weiner requested consideration be given to District Offices. Mr. Middaugh explained that the concept of district offices was not workable. However, if a Councilmember wished to meet with individuals at a Town facility, staff could make those arrangements.

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Discussion ensued with regard to communication between Council and staff. Mr. Middaugh reiterated his desire for Councilmembers to communicate through him and requested that Council limit their requests to him and department directors. If there was a specific issue relating to a specific department and Council would like to make them aware, than that department could be contacted; however, if action needed to be taken, than Council should contact Mr. Middaugh directly. He reassured Council that if it felt that an issue was not being properly addressed, than he should be made aware so that he could take the appropriate action.

Mr. Middaugh felt it was important for staff and the Town Administrator to have first hand knowledge of citizen's comments.

A recess was taken at 11:28 a.m. and the meeting reconvened at 12:04 p.m.

Mr. Middaugh noted the special projects that Council arranged and requested feedback as to how to prioritize these special projects.

Councilmember Paul explained that the intent of the Safety Summit was to have an additional venue for the safety message from the Child Safety Board and the Police Department. Mr. Middaugh felt this issue would have been embraced by Council and expressed concern with regard to the lack of opportunity for Council to approve this type of activity. Councilmember Paul felt that each Councilmember should be able to police themselves as to the appropriate actions and requests for special projects.

Councilmember Weiner expressed his desire for Council to have a budget for special projects and staff time could be charged against that account. He felt this would provide for better control over the budget. Mr. Wallace commented that it would be difficult to charge salaries; however, supplies could be charged against that account. He suggested that consideration be given to project budgeting and that each Councilmember be given a line item. Mr. Wallace explained that donations could be tracked and special accounts could be implemented.

Mr. Middaugh questioned whether Councilmember Weiner would like to see the budgeted items used discretionarily by Councilmembers or would Council approval still be required. Councilmember Cox summarized that Council would be given a budgeted amount to charge expenses for special projects. She questioned how the monies would be appropriated if there were not ample funds. Councilmember Weiner suggested that monies be split on a percentage. Vice-Mayor Bush questioned how a "pet project" versus a Council supported event would be determined.

Councilmember Cox expressed concern with regard to a fundraiser event being charged back to Council budget and questioned whether this type of function was part of their overall job. Mr. Middaugh felt that the consensus of Council was that the account would be used for such items as overtime and supplies as opposed to straight salaries. Consideration should be given to whether staff had ample time to complete the project.

Mr. Wallace explained that he could accommodate Council's desires as long as he knew Council's wishes prior to the event.

With regard to agenda materials, Councilmember Paul felt the timing should be reviewed and requested her materials at least two days prior to the current deadline. She

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would like to be able to review the agenda prior to the Monday before the Council meeting in order to address issues with staff. Vice-Mayor Bush felt some items which may be controversial or take additional time to review could be provided under separate cover earlier than the regular agenda items. Councilmember Cox suggested that a skeleton agenda be sent out on Wednesday with the backup material being provided at the regular time. She requested her agenda items prior to 5:00 p.m. on Friday.

Councilmember Paul explained the limitations to meet with staff under the current deadline. She suggested that the agenda be placed on line and expressed her desire to be able to address concerns with staff as early as possible.

Mayor Venis noted that in the past, obtaining the agenda materials prior to the deadline was not possible. He suggested that the basic materials such as resolutions be forwarded prior to the current deadline.

Councilmember Weiner expressed his belief that the information should be on-line. He suggested placing a skeleton agenda on-line with the notation that it may be subject to the change.

Mr. Middaugh summarized the discussion as to increase the on-line capabilities and to have the agenda available subject to change with the routine matters being submitted to Council as early as possible. Vice-Mayor Bush stated that if a Councilmember was out-of-town, their package could be sent to them by Federal Express.

Regarding transcription of minutes, Mr. Middaugh indicated that verbatim minutes were not easy to read. Councilmember Weiner expressed his belief that the minutes should be unbiased and unslanted and he would support any effort to that effect. Councilmember Cox questioned how the minutes were slanted. Councilmember Weiner felt his comments had been twisted to a different meaning, reworded to be more positive and derogatory comments were omitted.

Councilmember Cox commented that Council had the right to make changes to the minutes. She noted that at times, she had reviewed the tapes and had found that she had made the comments; however, it was not her intent to do so. She expressed her desire to have detailed minutes, not abbreviated, minutes.

Mayor Venis questioned how long the minutes had been sent out to an outside agency. Town Clerk Reinfeld noted the difficulty in preparing verbatim minutes and advised that the minutes had been transcribed by an outside agency for over a year.

Councilmember Paul expressed her desire to detailed minutes; however, the minutes need to be reported accurately. Mayor Venis requested Town Clerk Reinfeld to have the outside agency report more detail.

Town Clerk Reinfeld requested that if there were any changes to the minutes, that she be made aware of the changes prior to the meeting so that the minutes could be corrected and would not have to be tabled.

Councilmember Paul questioned whether it would be more beneficial for a staff person to prepare the minutes. Councilmember Cox expressed her belief that if an outside agency prepared the minutes, staff would not be put in a biased position.

Mr. Wallace noted the minutes were being indexed electronically. He explained that if the minutes were too wordy then the research information would not be as valuable. He advised that all of the minutes were on-line and noted that the search engine was not on the Internet.

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Town Clerk Reinfeld advised that the minutes that had been tabled had been reformatted for the next meeting.

2. Goals and Policies

Mr. Middaugh felt there was a need for a mission statement and from this meeting, he would try to instill a suggested mission statement. He noted that the department directors had requested discussion as to their philosophic direction.

Councilmember Paul questioned whether a conceptual or site plan could be submitted with a zoning change. She expressed concern with regard to rezoning and land use changes. Councilmember Paul felt that Council needed to be extremely cautious and ensure that the right use was on the land. She suggested that a super majority should be required to adopt land use changes. Mr. Middaugh explained that this probably could not be done and indicated that this could lead to a contractor conditional zoning. In most instances, the property owner was not prepared to discuss the development. However, if Council was uncomfortable with the information or not enough information had been provided, Council had the right to deny the request.

Councilmember Cox expressed her belief that there was a distinct difference between land use amendments and rezonings. She noted the limited amount of information that could be visited on a landowner with regard to rezonings and indicated that a land use amendment had different standards. She questioned how a super majority coincided with the Charter.

Councilmember Weiner expressed concern with regard to the Town's exposure regarding the rezoning information. He felt a Charter revision would have to be made to provide for a super majority vote.

Councilmember Paul explained that a land use amendment was required prior to rezoning agricultural properties to commercial. However, agricultural lands being rezoned from Agriculture to CF did not follow a land use amendment since it was compatible with residential. She commented that it had been the Town's intent to keep a certain amount of land zoned commercial in order to keep the tax base from being effected. Councilmember Paul felt that the current direction of the Town was to approve numerous expansions of schools and community facilities. She questioned whether the direction of the Town was to encourage educational facilities and to allow the commercial development to encroach on the residential areas.

Councilmember Weiner advised that he had requested Director of Development Services Mark Kutney to add whether there was any impact on the tax base in the staff report. He explained that as a quasi-judicial body, the concern was that the applicant had the right to do something and that this right not be denied. He noted that Council may listen to residents, but when an application was received for rezoning and land use changes, Council had to take into consideration all the factors in the Code. In previous studies, it had been determined that the Town must retain a certain percentage of commercial properties.

Councilmember Paul questioned whether the Town was interested in the educational community expanding and would the total of number of commercial acreage be adjusted accordingly. Mr. Middaugh expressed his belief that it was harder to meet the commercial

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goal if the other assets such as vacant land were affected. Councilmember Weiner felt that if an educational institution bought a piece of property, the Town could not control the expansion.

Councilmember Cox indicated that she foresaw schools continuing to expand and that it probably would not be favorable to the tax base; but she was unsure how much the Town could control the expansion. Mr. Middaugh suggested the possibility of exploring charging for services such as fire, police, and drainage in order to help offset the Town's costs. Councilmember Paul noted that the redevelopment of the downtown area would depend on bringing the students to the area to shop and to live. However, she questioned if the fee would assist in offsetting the basic expense and whether day care centers paid those fees.

Mr. Middaugh suggested considering adding a condition that in the event the "Academy" was being brought forward on Monday becomes non-taxable, that some form of payment be made in lieu of tax provisions so that there was not a negative impact on the economy.

Councilmember Weiner questioned whether the Town could purchase any land in the "RAC" for a planned parking lot and charge the colleges for parking. Mr. Middaugh noted the intent of Nova University to build a parking garage with a "parking utility" in which the Town would have an enforcement presence and that monies would be generated to fund the parking garage. He felt the educational facility made a big impact on the economy with the number of jobs that were provided.

Mayor Venis questioned whether the Town would collect impact fees and requested that the "report prepared in 1997" to be updated. Councilmember Weiner suggested reviewing the expansion of other schools and their fiscal impact.

Councilmember Cox felt the educational community would be buying more properties and questioned the impact on the Town. She cautioned that the Town should be sensitive to the college buying residential parcels with the intent to expand their facilities in the future. Councilmember Cox expressed a need for the Town to look at possible problems associated with students and retirees living together and the expansion of the school to buy residential complexes.

Mr. Middaugh expressed his belief that the Town should review the impact on a long-term basis and the need for a possible special assessment to reimburse the Town for services. He summarized that the Town was pleased that Nova University was located in the Town, but the expansion should be reviewed. He felt Nova was willing to work with the Town at this point in time.

Mr. Middaugh requested feedback as to what direction Council would like to see staff take regarding Code compliance.

Councilmember Weiner expressed his desire for additional Code Compliance Officers. He noted that in several discussions with staff, it was suggested to revise the current notice and to define the violation which would provide a less adversarial action. After the time frame in which to correct the violation had expired, staff would determine if the violation had been corrected and cite the property if needed.

Mr. Middaugh questioned whether the focus should be on abatement versus issuing a citation. Councilmember Weiner concurred.

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Mayor Venis was of the belief that certain areas needed to have more Code Compliance Officers and indicated that there needed to be continual sweeps, enforcement, and monitoring. He concurred with Councilmember Weiner's suggestion.

Councilmember Cox questioned whether Council's direction would be reactive versus proactive. She would like to see the focus directed to commercial areas and the residential areas that wanted policing. Mr. Middaugh commented that the current reaction was reactive due to the number of officers.

Councilmember Paul stated that several residents had lived in the Oak Hill area for many years due to the rural area. She noted an instance in which a resident applied for a home occupational license and was denied; however, there were several similar businesses in that area.

Mr. Middaugh questioned whether staff should be looking for violations. Mayor Venis felt that staff knew which areas to be proactive on enforcement.

Councilmember Paul questioned how a neighbor versus neighbor issue would be handled and cited an instance in Oak Hill in which one resident compiled extensive documentation regarding a serious problem. She felt the response time of staff was important. Mr. Kutney explained that there was a certain segment of the population that did not have an understanding as to what staff was permitted to do under the law. He felt staff needed to better educate the public as to what staff was permitted to do under the law.

Councilmember Weiner expressed concern with regard to a challenge that the Code was not uniformly being applied and suggested that consideration be given to Councilmember Cox's comments such as being proactive with businesses. He felt the residential areas needed to be worked on and perhaps given a timeframe in which to come into compliance. Councilmember Weiner suggested publicizing voluntary proactive compliance through education.

Mr. Middaugh questioned whether it was Council's intent for staff to be proactive with businesses. Councilmember Cox responded affirmatively. Mr. Middaugh cautioned that there should be a caveat that life safety issues would be addressed immediately.

Mr. Middaugh summarized the intent of Council that there was a need for more Code enforcement as a priority. Staff was permitted to be more proactive in commercial and business areas and to the extent that the residential areas wanted more selective, reactive or proactive enforcement.

Mr. Kutney questioned whether it was Council's desire to get into a strategic type plan for Code enforcement for certain areas. Mr. Middaugh provided a brief overview of Housing Codes and questioned whether the Town would like to adopt a similar code which would enable staff to deal with the quality of the structure. Mr. Kutney explained that the South Florida Building Code was primarily an in-progress Code for new construction and/or renovations. The Housing Code addressed those properties that had deficiencies which no one was correcting.

Councilmember Cox inquired how this type of code would prevent a problem such as in Oak Hill. Mr. Kutney responded that this would provide the opportunity for any agency to schedule inspections. Mr. Middaugh explained that the primary focus would be multi-family dwellings or inspections for fire Code violations.

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Mr. Middaugh commented with regard to the land development posture and noted that staff would attempt to balance the property owner's right to use the property and the community's need for quality of life. He felt that this was poorly understood by many individuals.

Councilmember Cox questioned how the Town would balance the rights of a property owner that had a dwelling versus a vacant landowner. Mr. Middaugh felt that the first two points should address those concerns to the best of the Town's ability.

Mr. Kutney explained that there were certain tradeoffs which were discussed earlier with the conceptual plan issue and noted that the Town should not become involved with the contract zoning agreement. He cited an example in Sarasota in which there was a policy controversial to the residents. If the Town were to move forward to conceptual rezonings, it would be more of a quasi-judicial matter versus a legislative issue.

Councilmember Cox expressed her desire to have as much information as possible. She felt it was a staff function to provide as much information as possible within the legal perimeters. Mr. Middaugh indicated that the staff summaries would continue.

Mr. Middaugh felt economic development was a concern and was his belief that this should be a focus of the Town. He suggested several topics including the following: 1) support quality development that provided for expansion of tax base and did not negatively impact quality of life through impacts from development such as traffic/congestion or excessive densities; 2) support redevelopment of underutilized or undeveloped existing parcels as a desired method to improve tax base; 3) enhancement of tax base; and 4) economic incentives to help encourage high quality projects when assistance was needed to make a project viable.

Councilmember Paul stated that the areas that should be concentrated on were the vacant shopping centers.

Mr. Middaugh questioned what economic incentives should be offered and indicated that incentives would only be used as a tool on an as needed basis. He clarified that incentives would be in the form of assistance with development costs, permitting, and review times. Councilmember Weiner commented that economic incentives were good tools; however, they eventually became a requirement. Mayor Venis noted that it had not been the Town's policy to offer businesses incentives to relocate.

Councilmember Cox felt the Town should look at whether there was a larger benefit to the Town to assist in the development costs. She expressed her desire to focus on redevelopment for the downtown areas.

Councilmember Paul stated that there had been discussion regarding incentives to maintain agricultural properties. She felt that the Town should consider assistance to maintain agricultural properties which would assist the Town in maintaining open space.

Mr. Middaugh requested comments with regard to customer service. Mayor Venis noted that there needed to be a change in customer service as the majority of the calls that the Town received were customer service oriented. Councilmember Paul concurred.

Councilmember Cox noted that most of the employees do a good job and suggested consideration be given to name badges. Councilmember Weiner commented that name badges and identification on the telephone provide good incentives to provide good customer service.

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Mr. Middaugh questioned whether Council would like to see a Town forum type meeting in which homeowners' associations would present their views on community issues. Councilmember Weiner questioned whether there were open forum meetings in the past. Mr. Middaugh explained that this type forum would be by invitation which he felt the residents would respond better to. Initially, there would be some degree of structure; however, over time there would have to be a time period in which to allow the organizations to be able to set criteria. Mr. Middaugh noted that the meeting would have to be broken into segments or multiple meetings.

Vice-Mayor Bush noted that in the past, an open forum meeting was held approximately every six months. Councilmember Cox felt that the open forum meeting turned out to be a "gripe session". She would like to see the meetings being constructive and with an agenda. Councilmember Cox expressed her belief that there should be some sort of training providing in order to teach residents how to run for office.

Mayor Venis expressed his belief that this was a good idea and suggested that each organization submit a list of their problems or concerns prior to the meeting.

Mr. Middaugh explained that he would like to provide more information in the Davie Update. He questioned whether Council would like to reduce their column space.

Councilmember Cox felt it was important that the residents know something about their Councilperson and stressed the importance of putting a picture to a face. She suggested the possibility of a collective article rather than individual articles. Councilmember Paul suggested the possibility of reducing the size of Council's pictures and indicated that she had received positive feedback as to retaining Council articles. Mayor Venis expressed his belief that he would like to see Council's articles remain in the Davie Update.

Councilmember Weiner suggested that there be a singular column with Council and the Town Administrator to depoliticize the newspaper and that the column be moved off the first page. He recommended having a guest column in which a homeowners' association was invited to submit an article.

Councilmember Weiner questioned whether there was any information regarding annexing the property off Griffin Road. Mr. Middaugh explained that there was a small parcel of property on the east side of State Road 7 that was primarily residential and multi-family. He advised that the industrial parcels had already been annexed.

Mr. Middaugh stated that there had been no additional meetings with Pine Island Ridge. At the last meeting, the Town was requested to provide a formal response in terms of what the Town would offer and suggested that an analysis be prepared.

Mayor Venis noted that Pine Island had been approaching the Town for several years and advised of several factions within the organization. He felt the annexation issue should not be rushed.

Councilmember Cox questioned how the homestead exemption for seniors would effect the area. Mr. Wallace indicated that the affect on the Town for current residents had not been determined.

It was noted that Broadview Park was still being considered to be annexed into the Town through the State and County. Discussion ensued with regard to possible annexation areas and their potential problems the Town would face.

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Mr. Middaugh questioned whether Council had considered how Pine Island would be represented. He added that there had been a strong inference that this area wanted its own Council seat. Councilmember Weiner felt that they would be annexed into District 3 and suggested that the residents put forth an initiative to change the Charter if they so desired. Councilmember Cox expressed her opposition to creating an additional seat.

Discussion ensued with regard to the effect of the population relative to grants and incentives. Mr. Wallace indicated that the population was based on the actual residents and not seasonal resident. He explained that the Town was currently receiving approximately \$92 per capita.

Councilmember Paul questioned whether the District Boundaries Review Committee was considering annexation areas. She felt it would be interesting to see the effect of those potential annexation areas on the redistricting issue.

Mr. Middaugh summarized Council's direction as being no Charter change. He felt there was no desire to expand Council or to create a single district for Pine Island Ridge.

Councilmember Weiner suggested a survey questioning whether the residents would like to have a Charter amendment prior to Pine Island Ridge annexing for single-member districts. Mr. Middaugh suggested that Council consider whether to pursue single-member districts.

Councilmember Cox commented regarding Southwest Ranches attempting to form a government. She felt it would benefit the Town if a more proactive role was taken regarding the upcoming election process. Councilmember Paul felt the residents needed to understand that the Town would respect and understand their quality of life. It was her belief that whatever concept was adopted, it needed to be reassured that the equestrian lifestyle would not be affected.

Councilmember Cox felt the people who were in "political power" would object to the Town disseminating this information. She expressed her belief that the Town would be remiss if this information was not disclosed. Councilmember Cox noted that if incorporated, the residents would pay more taxes than if the Town had annexed them. She suggested that consideration be given to a political consultant who would be able to show the positive aspects of the Town and the advantages of coming apart of the Town.

Councilmember Paul expressed her belief that the Town should be proactive. She noted there were approximately 40 or 45 people who were the "political powers".

Councilmember Weiner expressed his desire for the residents to be educated as to their misconceptions of the Town.

Mr. Middaugh suggested an approach similar to a smaller version of the Davie Update and questioned whether the Town would be limited in preparation of a document for political purposes. Mr. Wallace interjected that a document had been created when the annexation of Weston was being considered.

Councilmember Weiner questioned whether consideration could be given to having the Trailriders deliver the information by "pony express".

Mr. Middaugh questioned whether he should approach Waldrup Dairy to become part of the Town. Councilmember Cox felt it should be made known that he was the new Town Administrator and that the Town would like to present information regarding annexation.

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Discussion ensued with regard to whether another meeting should be conducted. It was the consensus to have another meeting after the first of the year. Councilmember Weiner requested the opportunity to discuss the Sunrise Water issue at the next goals session.

There being no objections or further business, the meeting was adjourned at 3:15 p.m.

APPROVED _____

Mayor/Councilmember

Town Clerk